

Office of the
Premier

2010/11
Annual Service Plan Report



Office of the Premier

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Message from the Premier and Accountability Statement



I am pleased to present the Office of the Premier *2010 11 Annual Service Plan Report*.

We've entered a period of significant change in British Columbia. To build on the progress of the past decade, our government is focusing on three priorities that are important to all British Columbians: families, jobs and open government.

All decisions our government makes are being viewed through the lens of how they affect families. Already we have taken significant steps over the past few months to provide new support for B.C. families, including increasing the minimum wage to \$10.25 by 2012, making parking free in all B.C. Parks, and investing \$15 million in new funding for gaming grants that support youth organizations, family centres, and other non-profits.

Our government is also renewing the focus on job creation in communities in every corner of the province. Good jobs are the foundation of strong families. The new ministry of Jobs, Tourism and Innovation will bring new focus to creating the conditions that foster growth in green jobs, resource sector jobs, service sector jobs, and jobs in the trades.

We are also working to ensure citizens have the opportunity to be more engaged with their government. I've personally hosted open town halls in numerous communities around the province, and the largest listening exercise in B.C. history – the HST talking taxes telephone-town hall meetings – engaged over 275,000 British Columbians. Open government means talking about our problems and setting our priorities openly and we will continue to work with citizens to find solutions and explain decisions.

This is an exciting time of renewal and change for our province. Together we will focus on our priorities of families, jobs and open government as we work together to build the British Columbia we know is possible.

In accordance with the *Budget Transparency and Accountability Act*, the Office of the Premier *2010 11 Annual Service Plan Report* compares the actual results to the expected results identified in the Office's *2010 11 - 2011 12 Service Plan*. I am accountable for those results as reported.

A handwritten signature in black ink that reads "Christy Clark". The signature is fluid and cursive, with the first name "Christy" written in a larger, more prominent script than the last name "Clark".

Honourable Christy Clark
Premier

June 24, 2011

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Highlights of the Year

The Province continued to create jobs through the accelerated infrastructure projects program. A total of \$5.5 billion in accelerated projects have been completed or are underway, creating approximately 35,000 jobs critical to the province's economic recovery. Accelerated infrastructure investments contribute to government's key priorities in the areas of post secondary education, housing, BC's communities, transportation, schools and justice sectors.

Our efforts to market British Columbia to our partners along the Pacific Rim continued to reap positive results. In 2010, exports to China totalled \$2.2 billion, up 76 per cent from 2009, and lumber exports to China were 4.56 million cubic metres – more than 12 times the exports since first opening an office in China in 2003. Exports were increasing in other markets as well, including exports to Japan which totalled \$1.1 billion, up 22 per cent from 2009, and exports to other destinations which totalled \$263 million, up 20 per cent from 2009.

The work outlined in *Being the Best* has transformed the employer-employee relationship to make the B.C. Public Service a more competitive employer that can recruit and retain the skilled professionals required to serve the people of British Columbia. In 2010/11, the B.C. Public Service earned the following awards: BC's Top 55 Employer, Canada's Top 100 Employer, Canada's Greenest Employer, and Canada's Top Family-Friendly Employer.

The Intergovernmental Relations Secretariat focused on building on opportunities to spur further economic and job growth in B.C., as well as continuing to enhance our profile on the international stage:

- Built on the opportunities generated by the 2010 Winter Olympic and Paralympic Games by facilitating over 50 meetings with senior foreign officials, diplomats and the Consular Corps.
- Worked with other ministries to engage the federal government on policy outcomes and the equitable distribution of federal spending for the benefit of British Columbians, particularly with the federal government regarding the federal Economic Action Plan, resulting in infrastructure projects in the Province.
- The Province was involved in discussion and coordination of the New West Partnership, which created Canada's largest interprovincial barrier-free trade and investment market.
- The Secretariat supported the June 2010 Western Premiers' Conference held in B.C. and in the Council of the Federation initiatives. B.C. advocated and obtained support for priorities such as Asia Pacific trade; one project/one environmental assessment; international education and water stewardship.
- The Province worked to enhance relations with the U.S. and the Asia-Pacific region, including a visit by the Governor of Gyeonggi (Korea), the most populous province of South Korea, and a first meeting between Premier Christy Clark and Washington State Governor Christine Gregoire.

Purpose of the Office of the Premier

The Premier serves as the President of the Executive Council (Cabinet) of the Government of British Columbia. The Office of the Premier provides advice to the Premier and Cabinet, as well as leading and co-ordinating the work of ministries and other government agencies. The Office also provides leadership to ensure timely decision-making, effective service delivery, and positive intergovernmental relations.

The Office:

- articulates government's goals, commitments and priorities and works with ministries and Crown agencies to ensure communication of those goals, commitments and priorities and to track and monitor implementation of them;
- leads the public service and, with the Deputy Ministers' Council, leads implementation of the corporate human resource plan for the B.C. Public Service, *Being the Best*;
- provides support for the operations and decision-making processes of Cabinet and its Committees; and
- works directly with the federal government and with all ministries and Crown agencies to ensure that relations with federal, provincial, territorial and international governments advance British Columbia's interests.

Strategic Context

The Government's Strategic Plan outlines government's vision to be a prosperous and just province whose citizens are happy, healthy and have confidence in the future. A key component to the success of the province hinges on our ability to be innovative and forward looking, and to plan and implement for the future. The Office of the Premier leads and supports ministries and Crown agencies to implement government's agenda.

British Columbia's real GDP increased by 4.0 per cent in 2010, following a decline of 1.8 per cent in 2009. Indicators of economic performance in 2010 show that B.C.'s economy is recovering from the period of severe weakness it experienced in late 2008 and early 2009. Improvements in the domestic economy were observed in employment, consumer spending and housing, while external gains were made in exports and shipments of manufactured goods. However, several risks to B.C.'s economy remain, including ongoing weakness in the United States, the European sovereign debt crisis, continued strength in the Canadian dollar, and geopolitical uncertainty and its impact on global commodity markets.

In response to the difficult economic conditions, positive relationships with other jurisdictions across Canada, North America and along the Pacific Rim were more important than ever. The cooperative work done with other governments and First Nations to deliver integrated planning and hosting services for international dignitaries during the 2010 Winter Olympic and Paralympic Games provided an excellent springboard for work done throughout 2010/11 to support productive relationships.

As well, in the context of reduced travel and the introduction of transformative technologies (e.g. Telepresence), the Province continued to undertake new ways to do intergovernmental business to increase efficiencies and build strong relationships.

The B.C. Public Service is the largest corporate workforce in the province, serving over 280 communities across British Columbia, and operates in local, national and global markets to attract talent. Falling birth rates lead to increased competition for labour in all sectors of the province; this has been intensified by our aging population that is causing the labour force to shrink. Over the next 10 years, B.C. is expected to have one million job openings — 350,000 more openings than people graduating from high school. Providing skilled employees with an engaging work environment, good career growth, learning and development opportunities and competitive salaries and benefits will continue to be a priority.

Report on Performance

Performance Plan Summary Table

Goal 1: Government's priorities are implemented	2010/11 Target	2010/11 Actual
1.1 Government Strategic Plan guides public service activities New Strategic Plan priority actions underway	100%	100% ACHIEVED
Goal 2: Government's accountability framework aligns government priorities	2010/11 Target	2010/11 Actual
2.1 Ministries and Crown Agency activities are integrated and aligned with government's priorities Performance agreements in place for Deputy Ministers and Associate Deputy Ministers	100%	100% ACHIEVED
Goal 3: Government is successful in achieving its intergovernmental relations objectives	2010/11 Target	2010/11 Actual
3.1 British Columbia priorities are advanced through leadership in intergovernmental, bilateral and multilateral partnerships and international relations Progress on key Intergovernmental Relations Plan issues	PROGRESS ON KEY ISSUES	100% ACHIEVED
Goal 4: The public service is well positioned to deliver government programs for British Columbians	2010/11 Target	2010/11 Actual
4.1 B.C. Public Service plan <i>Being the Best</i> goals are realized Percentage of human resource plan new initiatives underway	100%	100% ACHIEVED
Goal 5: Cabinet and Cabinet Committees are able to make timely and well-informed decisions	2010/11 Target	2010/11 Actual
5.1 Cabinet and its Committees are supported with timely and effective advice Cabinet receives timely advice on all key public policy recommendations and plans	100%	100% ACHIEVED

Goals, Objectives, Strategies and Performance Results

Goal 1: Government's priorities are implemented

Objective 1.1: Government Strategic Plan guides public service activities

Strategies

- Lead and support the Executive Council in the successful development and implementation of the Government Strategic Plan.
- Clearly articulate priorities of government in the Strategic Plan and assist all ministries to develop strategies to achieve the goals and priorities established in the Strategic Plan.

Performance Measure 1: New Strategic Plan Priority actions underway

Performance Measure	2006/07 Benchmark	2009/10 Actual	2010/11 Target	2010/11 Actual
Per cent of new 2010/11 - 2012/13 Strategic Plan Update priority actions underway.	>95%	100%	100%	100% ACHIEVED

Data Source: Cabinet Operations

Discussion of Results

The government sets new priority actions each year through its three-year Strategic Plan. The new priority actions may take more than one fiscal year to fully implement. For the government's *2010/11 - 2012/13 Strategic Plan*, new initiatives were targeted to be implemented by the end of 2012/13.

This measure takes into consideration the timing and implementation status of initiatives across government.

Goal 2: Government's accountability framework aligns government's priorities

Objective 2.1: Ministries and Crown Agency activities are integrated and aligned with government's priorities

Strategies

- Administer government's accountability framework¹ by supporting ministries and Crown agencies in developing service plans and annual service plan reports to ensure they advance Government's Strategic Plan.
- Ensure ministry and Crown agency mandates are clear and key priorities are well communicated.
- Guide the successful delivery of ministry and Crown agency mandates by providing direction and resolving issues requiring senior government input.
- Address priority issues on behalf of Executive Council and manage issues that arise in the delivery of programs and services.
- Co-ordinate the implementation of high-priority, cross-ministry services, programs and strategic priorities.

Performance Measure 2: Performance agreements in place for Deputy Ministers and Associate Deputy Ministers

Performance Measure	Benchmark	2009/10 Actual	2010/11 Target	2010/11 Actual
Performance agreements in place for Deputy Ministers and Associate Deputy Ministers.	100%	100%	100%	100% ACHIEVED

Data Source: BC Public Service Agency

Discussion of Results

Through the government's accountability framework, accountability strategies are in place for all government staff, from deputy ministers to front line workers. This performance measure targets the deputy minister level, for which the Office of the Premier is administratively responsible. Ministers include accountability statements in the introductory letters in their service plans.

¹ Government's accountability framework is found in policy and legislation, i.e., the *Budget Transparency and Accountability Act* and the *Balanced Budget and Ministerial Accountability Act* and in the corporate human resource plan, *Being the Best*.

Goal 3: Government is successful in achieving its intergovernmental relations objectives

Objective 3.1: British Columbia priorities are advanced through leadership in intergovernmental, bilateral and multilateral partnerships and international relations

Strategies

- Engage the federal government in achieving B.C. priorities;
- Build partnerships with other provinces through bilateral cooperation such as joint Cabinet meetings with Alberta and Saskatchewan, and multi-lateral cooperation on shared priorities discussed at the Council of the Federation, the Western Premiers' Conference (to be hosted by British Columbia in 2011) and other fora;
- Promote positive international relations through a coordinated, cross-government approach to advancing B.C.'s economic, cultural and diplomatic ties and programs, and lead responsibility for consular and diplomatic relations and managing cross-government coordination of incoming foreign government visits and missions; and
- Establish regional leadership, shared economic and environmental priorities such as action on climate change and better border management through joint cabinet meetings with the State of Washington, the Pacific Coast Collaborative, and British Columbia's participation in the Pacific North West Economic Region (PNWER).

Performance Measure 3: Progress on Intergovernmental Relations key issues

Performance Measure	Benchmark	2009/10 Actual	2010/11 Target	2010/11 Actual
Progress on key issues in Intergovernmental Relations Plan	Progress on key issues	Progress achieved on key issues	Progress on key issues	Progress Achieved on key issues

Data Source: Intergovernmental Relations Secretariat

Discussion of Results

The Intergovernmental Relations Secretariat continues to accomplish significant results in ensuring the Government is successful in achieving its intergovernmental objectives. Typically, intergovernmental relations objectives are about issues that take more than one fiscal year to measure progress against. For 2010/11, progress was made on all key issues:

- Increased engagement with federal ministers and senior officials to build understanding for B.C. priorities. (Performance measure: introduction of regular Telepresence meetings between B.C. and federal Ministers and senior officials such as the Deputy Minister to the Premier and the Clerk of the Privy Council Office.)

- Orienting Canada towards the Asia-Pacific region in order to advance B.C.'s economic objectives. (Performance measure: joint New West Partnership trade mission to Asia.)
- Increasing British Columbia's global profile by building on the successful delivery of the international dignitaries hosting program during the 2010 Winter Olympic and Paralympic Games. (Performance measure: the opening of four new consulates in Vancouver staffed by career diplomats).
- Leadership on Canada-U.S. border management achieved through joint Cabinet meeting with Washington State. (Performance measure: February 4, 2011 Joint Declaration on Perimeter Security and Economic Cooperation issued by President Obama and Prime Minister Harper reflected content of joint letter sent to the two leaders by the B.C. Premier and Washington Governor after the 2010 B.C.-Washington Joint Cabinet Meeting.)
- Action on shared economic and environmental priorities with key regional partners. (Performance measure: First-ever speech to the California legislature by a Premier of B.C. and successful meetings with Pacific Coast Collaborative partners.)

Goal 4: The public service is well positioned to deliver government programs for British Columbians

Objective 4.1: B.C. Public Service plan *Being the Best* goals are realized

Strategies

- Continue to develop *Being the Best*, the corporate human resource plan for the B.C. Public Service.
- Build new strategies and update the human resource plan annually based on feedback and results.

Performance Measure 4: Percentage of human resource plan initiatives underway

Performance Measure	2006/07 Baseline	2009/10 Actual	2009/10 Actual	2010/11 Target	2010/11 Actual
Percentage of human resource plan new initiatives underway	100% ¹	100%	100%	100%	100% ACHIEVED

Data Source: BC Public Service Agency

¹ In the first year of implementation the target was 50 per cent. That target was exceeded as 100 per cent of new initiatives were underway. Targets for the next two fiscal years are conservative given the number of variables affecting the implementation of initiatives.

Discussion of Results

In 2006, the Corporate Human Resource Plan for the B.C. Public Service, *Being the Best*, was developed by the Deputy Ministers' Council, led by the Deputy Minister to the Premier. The first annual update to the plan was released in 2007. The most recent annual update, *Being the Best*

5.0, was released in November 2010. The Council is committed to continued implementation of the plan with the involvement of the B.C. Public Service.

Being the Best 5.0 took a fresh approach by focusing on defining and building the culture required in the B.C. Public Service. The goals remain unchanged: build internal capacity, improve competitiveness and manage for results. The culture change is essential to achieving these goals. This cultural shift is not only critical to being the best employer, it is also vital for being an excellent provider of services to the public. For that reason, transforming the approach as an employer also means an equally profound transformation of the operations of the public service.

Released in October, *Citizens @ the Centre* is the other important undertaking to the cultural shift. Where *Being the Best* is about engaging, retaining and recruiting the people at the heart of the B.C. Public Service, *Citizens @ the Centre* is about better ways to deliver services to British Columbians. It includes a focus on tools and technology and the physical and operational work environment in which they are used. All of the initiatives identified in this fifth edition are well underway.

Goal 5: Cabinet and Cabinet committees are able to make timely and well-informed decisions

Objective 5.1: Cabinet and its committees are supported with timely and effective advice.

Strategies

- Support Cabinet and its committees by ensuring they have appropriate advice on key policy, program and legislative initiatives including an ability to measure the success of the initiatives.
- Ensure alignment of government activities and the appropriate administrative support for the operations and decision-making process of Cabinet and its committees.

Performance Measure 5: Cabinet receives timely advice on all key policy recommendations and plans

Performance Measure	2006/07 Baseline	2009/10 Actual	2010/11 Target	2010/11 Actual
Cabinet receives timely advice on all key public policy recommendations and plans	100%	100%	100%	100% ACHIEVED

Data Source: Cabinet Operations

Discussion of Results

There are currently seven Cabinet committees in the Government of British Columbia that are each responsible for specific priorities tasked to them by government. For example, the Cabinet Committee on Jobs and the Economy brings together key government ministries to make policy to support the success of existing and new business enterprises, support job creation and increase innovation and the rate of commercialization of research and development.

All major ministry policies, programs and initiatives are reviewed by a Cabinet committee to ensure alignment with government strategic priorities.

Report on Resources

Core Business Areas	Estimated	Other Authorizations ¹	Total Estimated	Actual	Variance
Operating Expenses (\$000)					
Intergovernmental Relations Secretariat ²	2,424	0,000	2,424	2,801	377
Executive and Support Services ³	7,287	(238)	7,049	6,066	(983)
Sub Total	9,711	(238)	9,473	8,867	(606)
Operating Expenses Statutory Appropriations (\$000)					
Board Resourcing and Development	0	465	465	498	33
Sub Total	0	465	465	498	33
Total Operating Expenses⁴	9,711	227	9,938	9,365	(573)
Capital Expenditures (Consolidated Revenue Fund) (\$000)					
Executive and Support Services	1	0,000	1	0,000	0,000
Total	1	0,000	1	0,000	0,000
Capital Plan (\$000)					
By Core Business (and Purpose)	0,000	0,000	0,000	0,000	0,000
Total	0,000	0,000	0,000	0,000	0,000
Other Financing Transactions (\$000)					
By Core Business (and Purpose)	0,000	0,000	0,000	0,000	0,000
Receipts	0,000	0,000	0,000	0,000	0,000
Disbursements	0,000	0,000	0,000	0,000	0,000
Net Cash Source (Requirements)	0,000	0,000	0,000	0,000	0,000
Total Receipts	0,000	0,000	0,000	0,000	0,000
Total Disbursements	0,000	0,000	0,000	0,000	0,000
Total Net Cash Source (Requirements)	0,000	0,000	0,000	0,000	0,000

¹ "Other Authorizations" includes The Minister of State for Intergovernmental Relations that was not continued in accordance with OIC 652 in October 2010 and Board Resourcing and Development transferred in to Executive and Support Services as part of OIC 062 in March 2011.

² Intergovernmental Relations Secretariat was transferred out in OIC 652 in October 2010 and transferred back in OIC 062 in March 2011.

³ Executive and Support Services includes the consolidation of the Deputy Ministers' Policy Secretariat into Executive Operations.

⁴ Excludes the adjustment of a prior-year accrual of \$19,000.

Appendix A

Contact Information and Hyperlinks to Additional Information

Legislation

Balanced Budget and Ministerial Accountability Act
www.qp.gov.bc.ca/statreg/stat/B/01028_01.htm

Budget Transparency and Accountability Act
www.qp.gov.bc.ca/statreg/stat/B/00023_01.htm

Provincial Symbols and Honours Act
www.qp.gov.bc.ca/statreg/stat/P/96380_01.htm

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